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26 OCT 1976

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Morale of Agency Employees

REFERENCES : (a) Memo for DCI fr D/Pers dtd 21 Apr 76, same subj.
(b) Memo for Heads of Career Services fr D/Pers
dtd 22 Jun 76, subj: Agency Employee Survey

1. As you know, a recent Agency-wide survey revealed employee perceptions of personnel management practices. That survey did include a relatively small number of questions pertaining to the impact of external pressures on employee morale. Reflecting his deep concern with the problem, the Director has approved the suggestion that we survey senior supervisors on the effects of recent events on employee performance and attitudes. It is assumed that senior supervisors can supply special insights, particularly regarding factors that impact on the overall effectiveness of the units they supervise.

2. A draft copy of the proposed survey questionnaire developed by the Office of Personnel, Plans Staff and the Office of Medical Services, Psychological Services Staff is attached. Please review the questionnaire, note any problems or reservations you may have with regard to the questions being asked, and inform us so that we may make any necessary changes. Should we receive nothing from you prior to 8 November we will assume your acceptance of the questionnaire and prepare it for dissemination.

3. The questionnaire will be directed to the incumbent Staff or Division Chiefs in three of the four Directorates and to Branch level supervisors in the case of the Directorate of Operations. We do not plan to survey [] field station supervisors but believe this will not seriously affect survey results. Results of this survey should be available during the month of December.

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4. I ask you to provide the necessary notification to Office and Division Chiefs so that the fact of this survey is known to them and so that they can be supportive of a positive response from their senior supervisors.

(Signed) F. W. M. Janney

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Att.

As Stated

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